
Community Safety and Well-Being Plan

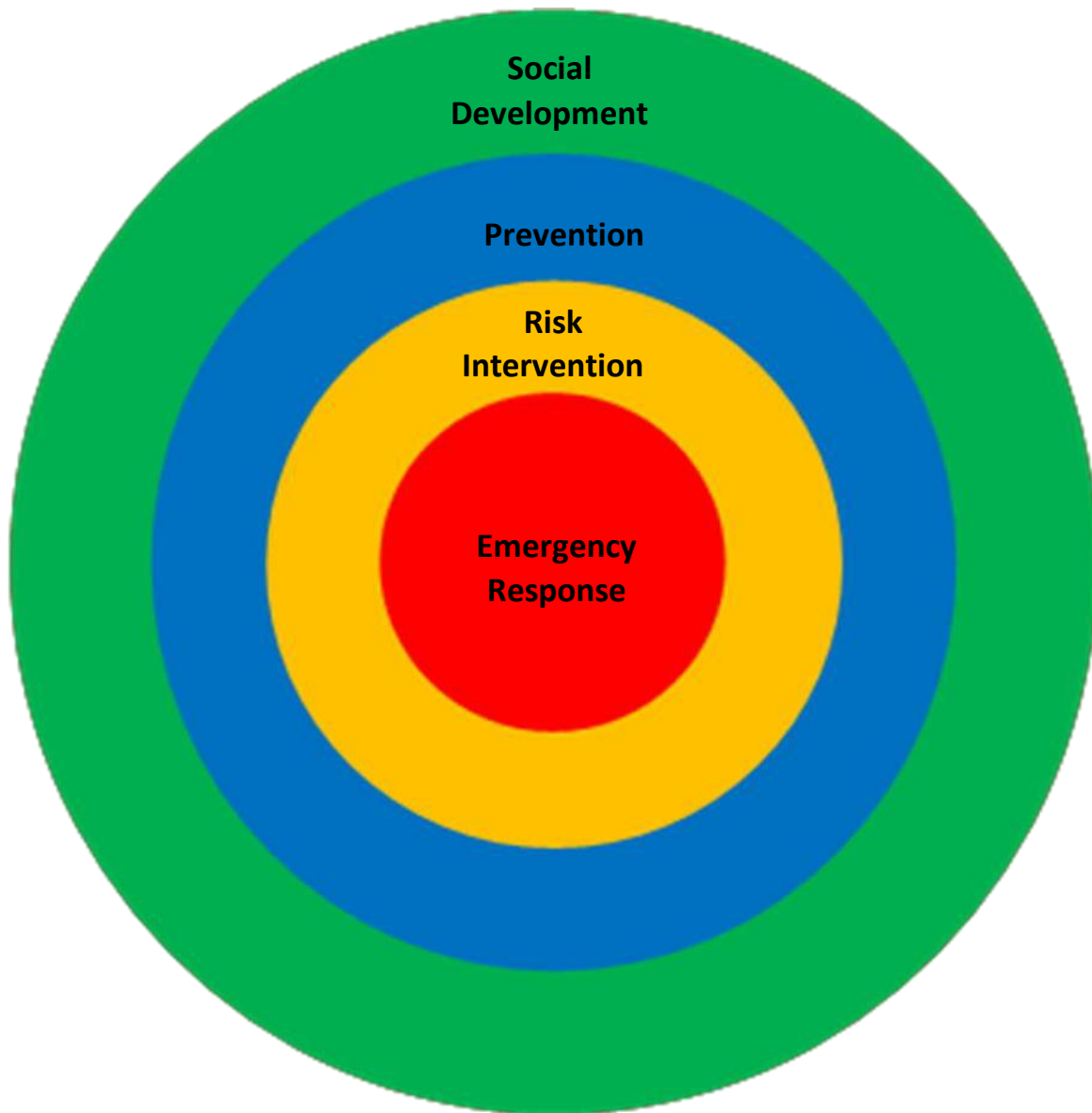
LaCloche Foothills Community Safety and Well-Being Plan



**Strengthening Community Together: A Collaborative
Plan 2021-2025**



Community Safety and Well-Being Plan



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Executive Summary

The communities of Baldwin, Espanola, Nairn and Hyman and Sables-Spanish Rivers have joined together to develop a community safety and well-being plan. These communities share many of the same service providers and organizations therefore the intention of joining together to develop this plan is to ensure that residents in all four communities have access to the same level of supports and services.

Community engagement sessions were conducted throughout the development phase of this plan. Local organizations from a variety of sectors and the general public provided feedback in terms of current best practices and areas for improvement. The analysis of community feedback highlighted four priority areas that were identified across all communities partnered for this initiative. The four priority areas outlined in this plan include:

1. Mental Health and Addictions
2. Affordable Housing
3. Access to Services
4. Seniors

A community well-being and safety committee structure and implementation strategy have been developed to ensure gaps identified through the community engagement process are being addressed. During the community consultations with local service providers, current successes and best practices were shared. There are several existing working groups and committees in the LaCloche Foothills area. The committee structure that has been developed acknowledges the work that is being done by these committees and supports opportunities for these existing groups to take on lead roles in the community safety and well-being planning. The CSWB committee structure outlined in this plan was created based on three focus areas identified through community consultations and engagement.

1. Data: Encourage multi-agency data sharing and community mapping to determine priority neighbourhoods or areas.
2. Community Mobilization: Focused on mobilizing community services to deliver accessible wrap-around service to individuals.
3. Community Engagement: Create new opportunities for community engagement through activities, events and programs.

The development and implementation of the CSWB plan will aim to enhance local collaboration to further reduce instances of harm and victimization in our communities. Existing initiatives such as the rapid response situation table (EAST), mobile crisis response, community paramedicine and multi-agency committees are leading the way in collaborative asset-based service delivery. A key element of the planning process is to identify opportunities that will enhance existing service delivery to ensure

residents in all four communities within the LaCloche Foothills area have access to supports that meet their needs. The CWSB Plan is a guiding document for on-going collaborative planning to address four priority areas – mental health and addictions, affordable housing, access to services and seniors.

Community Profiles

The Township of Baldwin



The Township of Baldwin is an area of legendary beauty and heritage that invites residents and visitors alike to share a vision for enterprise, for adventure and for progress. The Township of Baldwin is a bedroom community adjacent to the Town of Espanola. The hamlet is located on Highway 17, 3 km east of Highway 6 and 17. The population consists of 551 permanent residents along with a large number of seasonal residents.

The Town of Espanola



Nestled in the heart of the LaCloche Foothills, Espanola is located along the Spanish River on Highway 6 just outside the Greater Sudbury Region and a short distance from Manitoulin Island. With a population of just under 5000, Espanola is a vibrant town offering several amenities, an active and tight knit community, and a rich history. Community surroundings and facilities offer endless outdoor and recreational experiences for residents and visitors from all over the world. With a rich history of pulp and paper making on the Spanish River, Espanola maintains a stable and diverse economy and is the regional retail, health and service hub of the LaCloche/Manitoulin Region.

The Township of Nairn and Hyman



TOWNSHIP OF NAIRN AND HYMAN

Incorporated in 1896, the Township of Nairn and Hyman is a small rural community located just west of the city of Greater Sudbury, Ontario. The municipality is bordered on the north by the unorganized Township of Totten, northeast by the City of Greater Sudbury, northwest by the Township of Baldwin and south by the unorganized Township of Foster. The area offers a wide range of recreational activities including fishing,

boating, swimming, hunting, camping and several kilometres of scenic off-road trails.

Sables-Spanish Rivers



The Township of Sables-Spanish Rivers is located in the District of Sudbury, approximately 70 kilometers west of the City of Greater Sudbury. The Township was established in 1998 when the towns of Massey and Webbwood amalgamated with the Township of the Spanish River and the unorganized townships of Shakespeare,

Gough, McKinnon and Tennyson. Today the Township of Sables-Spanish Rivers consists of three main communities; Massey, Webbwood and Walford, and large rural and agricultural sector, totaling approximately 3,000 residents.

The natural environment has much to offer visitors in all seasons. The Great Lakes Waterfront Trail, the Mouth Park, Chutes Provincial Park and various public boat launches provide scenic views of the Sauble and the Spanish Rivers and offer a variety of camping, hiking and swimming activities. From the Spanish River everyone can enjoy boating all the way to Lake Huron!

Community Engagement

Community consultations were initiated to examine existing assets and system gaps. Information was gathered from local agencies to analyze the services currently offered and areas for improvement. General public provided feedback on the priority areas for this report as well as their level of satisfaction with services and supports related to community safety and well-being.

Due to COVID-19 restrictions in the area, community engagement sessions and interviews were conducted virtually. A variety of research methods were used throughout the community engagement process including one-on-one interviews, virtual group consultations, community survey and local data gathering.

Community engagement sessions were conducted with the following groups:

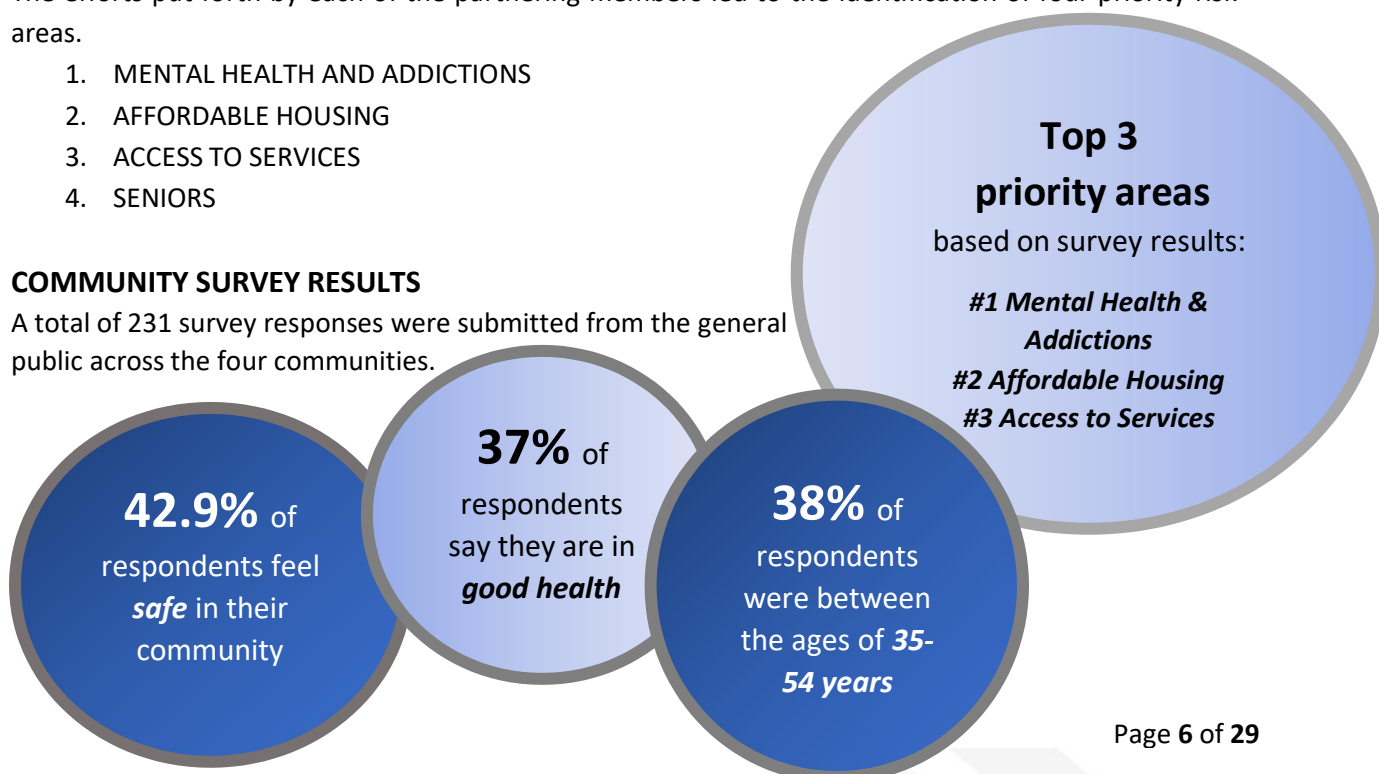
- Community Agencies: Service delivery agents in the health care, social services, policing, and education sectors were invited to participate in group consultations and/or one-on-one interviews.
- Municipal Government Representatives: Municipal staff and council members from each of the four communities were invited to participate in group consultation sessions and/or one-on-one interviews.
- Members of the Public: A community survey was used to ensure that residents of each community had an opportunity to participate in the priority risk identification phase.

The efforts put forth by each of the partnering members led to the identification of four priority risk areas.

1. MENTAL HEALTH AND ADDICTIONS
2. AFFORDABLE HOUSING
3. ACCESS TO SERVICES
4. SENIORS

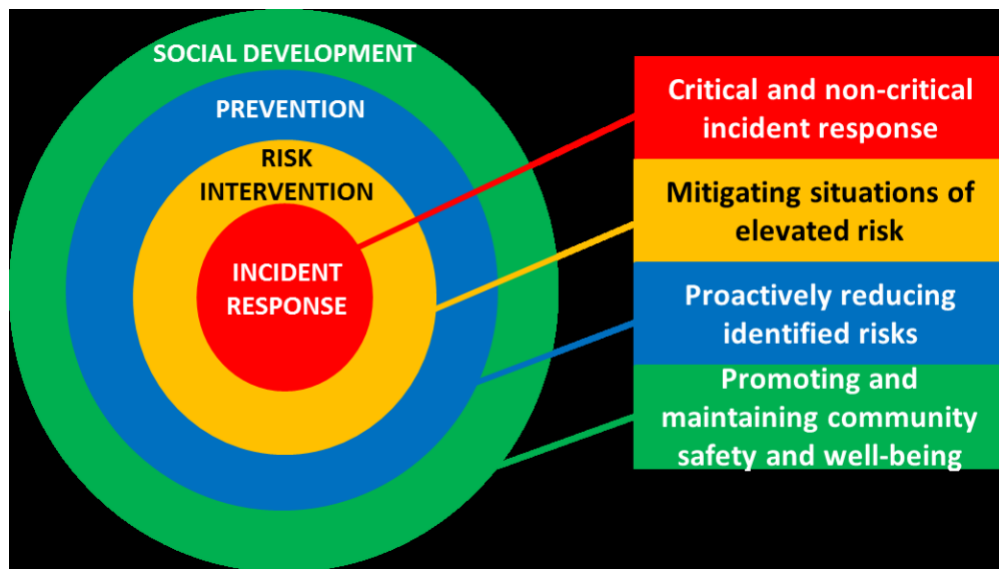
COMMUNITY SURVEY RESULTS

A total of 231 survey responses were submitted from the general public across the four communities.



Community Safety and Well-Being Planning Approach

The Province has provided a framework to support planning which focuses on four domains of intervention: **incident response**, **risk intervention**, **prevention** and **social development**. The Plan also applies a collective impact approach to work collaboratively across sectors and throughout communities to address complex social issues.



As part of the legislation, municipalities are required to develop and adopt community safety and well-being plans working in partnership with a multi-sectoral advisory committee. This committee is comprised of representation from the Police Services Board and other local service providers in health care, education, community/social services and children/youth services. “The Community Safety and Well-Being Framework allows municipalities to take a leadership role in identifying and addressing priority risks in their communities through proactive, collaborative strategies that ensure vulnerable populations receive the help they need from the providers best suited to support them.”(Citation1:CSWB Toolkit #2 -

<https://www.mcscs.jus.gov.on.ca/sites/default/files/content/mcscs/docs/ec167634.pdf>)

The LaCloche Foothills Community Safety and Well-Being Plan is a living document that acts to guide communities, stakeholders and residents in the management of identified risks. It is a long-term commitment focused on making safety and well-being a priority for vulnerable individuals, families, groups, and locations. To effectively achieve a safer and healthier community for all, we must strengthen our community together by breaking down silos and focusing on collaboration. No single agency, or group, can achieve it alone. There is a strong willingness across the LaCloche Foothills area to continue enhancing efforts toward a safer and healthier community for all.

Local Successes and Best Practices

Community Collaboration

Agencies in the LaCloche Foothills area have partnered to form community committees and implement initiatives related to community safety and well-being (see *Appendix B* for examples). This plan includes a committee structure that recognizes the collaborative efforts already in place and provides a pathway to enhance collaboration in areas with the most need. It is through the collaborative efforts at the municipal, agency and individual levels that priority risk strategies can be properly implemented and sustained.

Availability of Programs and Services

Stakeholder interviews were used to identify successful programs and services being offered in the LaCloche Foothills communities. Many of these programs and services assist with addressing the priority risks identified in this plan. Examples include:

- Espanola & Area Situation Table (EAST)
- Urgent Psychiatry Program
- Mobile Crisis
- Espanola Rapid Access Addiction Medicine (RAAM) Clinic
- Community Paramedicine

Service mapping will be completed as part of the implementation phase to assist the CSWB committees in identifying gaps in service across all four communities. As action plans are implemented, the development of new agency partnerships will be initiated for the delivery of innovative programs to address local service gaps. On-going analysis of services will be completed by the CSWB committees to increase proactive approaches to community safety and well-being.

Focus Areas for Priority Planning

Stakeholder interviews and community engagement results highlighted five focus areas for consideration during the priority action plan development phase.

These focus areas will be used to guide the planning and implementation processes to ensure gaps are being addressed in the current service delivery model.

Below is an overview of each focus area and how it has been applied to guide strategy development for this plan.

Public Awareness and Education

The priority strategies within this plan have a goal of increasing awareness and accessibility to information about programs and services in the LaCloche Foothills area. It is also important to communicate the commitment each community is making to improve community safety and well-being for all.

Achieving the desired outcomes for strategies developed in the social development, prevention and risk intervention pillars relies heavily on the collaborative efforts of local agencies and groups to ensure the most vulnerable individuals have access to information about existing services, programs and other supports in the area.

Social media platforms, agency/municipal websites and other popular websites frequently visited by residents will be used in the implementation phase to communicate key messaging about services and initiatives related to community safety and well-being.

Each priority strategy outlined in this plan will incorporate action items to increase public awareness and education.

Service Mapping and Service Listing

Agencies that serve the LaCloche Foothills area offer a variety of services that assist to address aspects of the identified priority risks outlined in this plan. Initial stages of community safety and well-being planning implementation will focus on service mapping to identify areas for improvement within the current delivery model.

The community safety and well-being planning committees will initiate and monitor a service mapping project to ensure participation from each community and local agencies from a wide range of sectors. The service mapping projects will require data sharing related to program eligibility and waitlist numbers. CSWB committees will deliver strategies to connect individuals with appropriate services in an accessible location.

Prevention and Risk Intervention

Agencies in the LaCloche Foothills area collaborate to deliver risk intervention initiatives and on-going working groups. In some cases, these initiatives and/or working groups have only been implemented in the last 1-2 years so there is opportunity to include agencies from more sectors. Strategies in this plan will guide the enhancement and engagement of community collaboration, specifically at the prevention and risk intervention level.

Prevention and risk intervention strategies require on-going analysis of community data and program outcomes. De-identified community data will be collected and used to determine priority neighbourhoods based on mapping and analysis projects. Once priority neighbourhoods have been identified, community outreach strategies will be used to determine the unique needs of each neighbourhood. Through collaborative efforts, the goal is to deploy multi-agency outreach teams dedicated to connecting individuals with appropriate services based on their unique needs.

Community Outreach

Community outreach is a key component of the community safety and well-being plan for the LaCloche Foothills communities. Service providers in this area deliver supports across all four communities. As a result, service locations remain at a distance for many individuals that experience transportation barriers. Data and service mapping will be used to determine the neighbourhoods in each community that could be supported through an outreach initiative. The community outreach action items will also

guide the development of collaborative agency partnerships to ensure the delivery of quality services where they are needed most. CSWB committees will use community mapping and other supporting data to engage the appropriate service providers and/or partners.

Community Engagement

The success of action items within this plan will largely depend on the engagement from residents in the LaCloche Foothills area. A variety of activities will be used to engage with residents in the priority neighbourhoods and build trusting relationships. Community outreach initiatives implemented as a result of CSWB planning will include a community engagement plan.

Priority Plan Implementation Strategy

All focus areas that were outlined in the section above will be used to guide service delivery. However, the priority plan implementation strategy highlights four specific focus areas to ensure implementation of action items will address identified service gaps.

The strategy for the implementation of priority area action items will provide guidance for the delivery of programs, services, and other initiatives related to community safety and well-being. The process outlines the four main areas of consideration when planning and implementing action items.

For each action item outlined in this plan, this implementation plan will be used. The purpose for including these focus areas is to ensure the following:	
COMMUNITY PARTNERSHIPS Ensure the appropriate partners are involved in planning and implementation based on expertise required to achieve desired outcomes.	COMMUNITY AWARENESS Ensure the general public has access to important information regarding available programs, services and activities.
COMMUNITY OUTREACH Ensure services are delivered in the communities and neighbourhoods with the most need. Collaborative outreach initiatives will reduce barriers to service and increase the percentage of individuals connected to service based on their unique needs.	COMMUNITY ENGAGEMENT Ensure local service providers and other community partners focus on working with residents in priority areas or neighbourhoods to include individuals in the implementation and future planning phases.



Community Safety and Well-Being Committee Structure

The Community Safety and Well-Being Committee structure was developed to ensure the following commitments:

- Community partners with the expertise required to address priority areas will be engaged to collaborate,
- Break down silos through data sharing and on-going communication,
- Use a strength-based and asset-based approach to enhance the current service delivery model in order to address identified gaps and needs.



Community Safety and Well-Being Committee Roles and Responsibilities

The CSWB committee structure is made up of five groups responsible for the guidance, on-going development and implementation of the plan. Each group in the committee structure plays a vital role in leading the on-going development and implementation of this plan to ensure successful outcomes. The committees will be developed by existing community groups and newly formed working groups.

Committee Name	Steering Committee = LaCloche Leadership Committee
Committee Members	The LaCloche Leadership Committee (LLC) will be a newly formed committee made up of representatives from the LaCloche Foothills Municipal Association and leads from the Community of Care Planning Network (CCPN)
Roles	<ul style="list-style-type: none"> • Share knowledge and information about the risks and vulnerable populations in the community; • Support identified protective factors needed to address those risks; • Develop effective partnerships in the community;

	<ul style="list-style-type: none"> • Offer guidance on the development and implementation of community safety and well-being plans for local activities; • Ensure equity, inclusion and accessibility in those activities and initiatives; • Advocate for the interest of the vulnerable populations they represent.
Responsibilities	<ul style="list-style-type: none"> • Determining the priorities of the plan; • Ensure the outcomes are established and responsibilities for measurement are in place to determine the improvements to community safety and well-being that will be achieved through the plan; • Ensure each section/activity under the plan for each priority risk is achievable; • Ensuring the right agencies and participants are designated for each activity; • Determine length of the implementation of the plan, set dates for reviewing achievements and for developing the next version of the plan.

Committee Name	Planning Committee = Community of Care Planning Network
Committee Members	The Community of Care Planning Network (CCPN) is an existing local committee made up of multi-sector agencies. The vision of the CCPN aligns well with the action plans outlined in this Community Safety and Well-Being Plan. For full membership list see Appendix B.
Roles	<ul style="list-style-type: none"> • Ensure appropriate data related to the plan is collected on an on-going basis; • Share updates from each initiative and key area to develop up-to-date reports for the Steering Committee; • Provide updates with regard to risk factors, new partnerships, and barriers for report to Steering Committee.
Responsibilities	<ul style="list-style-type: none"> • Report to LLC on the development of all plan elements; • In collaboration with key partners, ensure necessary organizations are included in planning; • Serve as a rallying point for public support for the plan; • Ensure vulnerable populations are included and contributing to the planning and implementation phases.

The LLC and CCPN will determine the appropriate working groups for the completion of action items and on-going planning. Below is an outline of the working groups that will be developed as part of community safety and well-being planning in the Lacloche Foothills area.

Committee Name	Data Working Group
Roles	<ul style="list-style-type: none"> • Developing and maintaining a collective understanding of community trends and issues; • Assessing gaps and areas for improvement in local data measurement; • Facilitating access and dissemination to aggregated data products related to the Community Safety and Well-Being priority risks and initiatives; • Aide in the monitoring of progress toward desired outcomes for the Community Safety and Well-being initiative; • Identifying mutually beneficial research projects.
Responsibilities	<p>Engaging community organizations that maintain up-to-date data sets to share with this group to assist in identification of priorities and risk factors.</p> <p>Develop community maps to determine priority areas and risks in each community</p>

Committee Name	Community Mobilization Working Group
Roles	<ul style="list-style-type: none"> • Analyze community mapping and to develop work plans for service delivery in priority neighbourhoods; • Work in partnership with the community engagement committee to determine beneficial engagement opportunities specific to the unique needs of each neighbourhood/community.
Responsibilities	<ul style="list-style-type: none"> • Develop work plans to ensure community agencies are connecting individuals with services and supports to meet their needs; • Plan outreach initiatives that will mobilize community services to deliver services in community.

Committee Name	Community Engagement Working Group
Roles	<ul style="list-style-type: none"> • Analyze community mapping and community outreach information to plan activities, events and other initiatives to engage residents and community partners; • Work in partnership with the community outreach committee to determine beneficial engagement opportunities specific to the unique needs of each neighbourhood/community.
Responsibilities	<ul style="list-style-type: none"> • Develop work plans to ensure community agencies and local residents are working together to create safe and healthy communities; • Plan engagement activities throughout the year to connect individuals with services and provide opportunity for resident leadership in on-going safety and well-being planning.

Priority Risk Planning

PRIORITY #1: MENTAL HEALTH AND ADDICTIONS

Risk Factors	Behavioural problems, poor mental health, negative influences in youth's life, long waitlists, availability of drugs
Protective Factors	Effective problem-solving skills, personal coping strategies, adequate parental behaviour and practices, access to resources, professional services and social supports, positive, cohesive communities
Strategies	<ol style="list-style-type: none"> 1. Establish community outreach teams and deliver services in neighbourhoods with the most need. (prevention) 2. Service inventory and mapping – develop a community listing for all mental health and addictions related services. (prevention) 3. Community programming – offer innovative programming in community locations (ie. Public library, community centres, housing common rooms). (social development) 4. Mobile Crisis Response (emergency response) 5. Rapid Response Table – educate community partners on importance of risk intervention and engage frequently. (risk intervention)

Action Item #1	Establish Community Outreach Teams
Strategy Overview	<p>The outreach committee will use community mapping to identify priority neighbourhoods in each municipality. Areas with higher levels of crisis response and vulnerable groups will be the initial focus for this action item. Multi-agency groups will be formed or enhanced to deliver accessible wrap-around services to those most in need of supports.</p> <p>The outreach committee will be responsible for the on-going development and implementation of strategies to reduce the risks associated with mental health and addictions.</p>
Key Partners	<p>Health care agencies</p> <p>Social service agencies</p> <p>Police services</p>

	Education institutions and providers
Pillar	Prevention

Action Item #2	Service Inventory and Mapping
Strategy Overview	<p>The planning committee will lead the development of a community service list for available programs related to mental health and addictions. Existing resources such as 211 will be explored to determine the most beneficial platform to create and offer this list. This information will be made available on partner and municipal websites as well as other frequently visited sites or locations.</p> <p>The service inventory list will also be used by the data consortium to develop a service map to highlight gaps in accessible service across the four communities. The service map will be analyzed by the planning committee and the community outreach/engagement committees will develop work plans to address service gaps in those areas.</p>
Key Partners	<p>Health care agencies</p> <p>Social service agencies</p> <p>Police services</p> <p>Education institutions and providers</p> <p>Established community groups</p>
Pillar	Prevention

Action Item #3	Community Programming
Strategy Overview	<p>Identify community locations to deliver multi-agency programming to individuals living in the area. The planning committee will identify community partners willing to deliver co-located services and the outreach committee will be involved in the delivery plan. Community locations can include local recreation centres, libraries, housing complex common rooms, etc.</p> <p>The CSWB committees will use neighbourhood analysis to explore available locations for community programming.</p>
Key Partners	<p>Health care agencies</p> <p>Social service agencies</p> <p>Police services</p> <p>Education institutions and providers</p> <p>Community groups</p> <p>Municipal council and city staff</p>
Pillar	Social Development

Action Item #4	Mobile Crisis Response
Strategy Overview	Community partners involved in mobile crisis response will explore opportunities to enhance existing services. The data consortium will use local information to determine areas most in need of emergency response for each community. System gaps and areas for improvement will be identified. Local agencies involved in mobile crisis response will continue working together to ensure enhancement and expansion can be possible where/when it is needed most.
Key Partners	Health care agencies Social service agencies Emergency Responders – Fire, EMS, OPP
Pillar	Emergency Response

Action Item #5	Rapid Response Situation Table
Strategy Overview	A rapid response situation table has been established for the communities in this area. The CSWB committees will provide on-going support and encourage participation from community partners. Currently the committee meets on an ad-hoc basis. As community engagements initiatives and shared key messaging about safety and well-being planning are implemented, opportunities to meet on a weekly basis will be discussed. Cases related to mental health and addictions should be brought forward to ensure increased risk interventions.
Key Partners	EAST members Local service agencies CSWB committees
Pillar	Risk Intervention

Immediate Outcomes:	<ul style="list-style-type: none"> Increased public and partner education, awareness and existing service provision in order to reduce wait lists Increase public awareness of existing substance abuse programs Promote the earlier intervention for mental health crisis through integration of mental health specialists into both emergency response and primary health care
Intermediate Outcomes:	<ul style="list-style-type: none"> Increase capacity for early intervention related to mental health and addictions risk factors Advocate for appropriate funding for identified areas of mental health growth. One-stop service delivery offered in each

	community
Long-Term Outcome:	<ul style="list-style-type: none"> • Increase awareness, and promote design and delivery of resiliency programs both in community and in partnership with school boards.

PRORITY #2: AFFORDABLE HOUSING

Risk Factors	Sense of alienation, families with few resources, feeling unsafe in neighbourhoods, lack of affordable housing, lack of accessibility to a continuum of services
Protective Factors	Close friendships with positive peers, positive support within the family, positive cohesive communities, appropriate housing in close proximity to services, high awareness of determinants of well-being
Strategies	Rapid Response (risk intervention) Shelter and Transitional Housing Asset Mapping (social development) On-Site Programming (prevention) Local Housing Listing (prevention)

Action Item #1	Rapid Response Situation Table
Strategy Overview	<p>A rapid response situation table has been established for the communities in this area. The CSWB committees will provide on-going support and encourage participation from community partners.</p> <p>Currently the committee meets on an ad-hoc basis. As community engagements initiatives and shared key messaging about safety and well-being planning are implemented, opportunities to meet on a weekly basis will be discussed. Cases related to housing and homelessness should be brought forward to ensure increased risk interventions.</p>
Key Partners	EAST members Local service agencies CSWB committees
Pillar	Risk Intervention

Action Item #2	Shelter and Transitional Housing Asset Mapping
Strategy Overview	Collect and analyze data related to affordable housing supply and demand. The data committee will overlay data shared from community agencies working with the most vulnerable populations in this priority area. Results from the data committee report will assist in determining the communities or neighbourhoods most in-need of housing supports. CSWB planning committees in partnership with municipalities will work together to explore opportunities to address housing related risk factors.
Key Partners	Housing and shelter services CSWB committees
Pillar	Social Development

Action Item #3	On-Site Programming
Strategy Overview	Identify community locations to deliver multi-agency programming to seniors living in each community. The planning committee will identify community partners willing to deliver co-located services and the outreach committee will be involved in the delivery plan.
Key Partners	Social Services and Housing Services Seniors Services Municipal council and staff CSWB committees
Pillar	Prevention

Action Item #4	Local Housing Listing
Strategy Overview	Local housing listings will be developed and updated regularly. Community agencies will use the local housing information to provide information about available housing options with individuals accessing their services. Local housing listings should be available online and in service provider locations.
Key Partners	Social Services and Housing Services Data committee Private landlords
Pillar	Prevention

Immediate Term	<ul style="list-style-type: none"> Identify the inventory, and promote access to emergency supports and housing for people and areas in need Improved wrap around services for those with housing barriers
Intermediate Term	<ul style="list-style-type: none"> Engage with landlords to ensure safe housing and education surrounding community needs Early intervention strategies to reduce housing instability
Long Term	<ul style="list-style-type: none"> Reduced rates of homelessness through collaboration by working with both the public and private sectors. Increase of appropriate affordable housing

PRIORITY #3: ACCESS TO SERVICES

Risk Factors	Sense of alienation, families with few resources, feeling unsafe in neighbourhoods, lack of affordable housing, lack of accessibility to a continuum of services
Protective Factors	Close friendships with positive peers, positive support within the family, positive cohesive communities, appropriate housing in close proximity to services, high awareness of determinants of well-being
Strategies	Service mapping Community mobilization Collaborative programming Leadership Committee

Action Item #1	Service Mapping
Strategy Overview	<p>The planning committee will lead the development of a community service list for available supports and programs across the LaCloche Foothills area. Information related to areas of safety and well-being will be available including eligibility, service locations and program descriptions. Existing resources such as 211 will be explored to determine the most beneficial platform to create and offer this list. This information will be made available on partner and municipal websites as well as other frequently visited sites or locations.</p> <p>The community service list will also be used by the data consortium to develop a service map to highlight gaps in accessible service across the four communities. The service map will be analyzed by the planning committee and the community outreach/engagement committees will develop work plans to address service gaps in those areas.</p>
Key Partners	Health care agencies Social service agencies Police services Education institutions and providers Established community groups
Pillar	Social Development

Action Item #2	Community Mobilization
Strategy Overview	Data and service mapping will be used to determine the neighbourhoods in each community that could be supported through an outreach initiative. Collaborative agency partnerships will be developed and strengthened to ensure the delivery of quality services where they are needed most. This strategy will ensure services are delivered at the neighbourhood level.
Key Partners	Health care agencies Social service agencies Police services Education institutions and providers Established community groups
Pillar	Prevention

Action Item #3	Collaborative Programming
Strategy Overview	Service mapping and service inventory will be analyzed by the CSWB committees to determine gaps in service from a holistic lens. Where gaps are identified, the planning committees will lead community agencies in discussing opportunities to share resources and deliver innovative asset-based programming. Many organizations have shared outcomes and overall visions for service delivery. CSWB committees and community partners will map out areas of shared outcomes to enhance programming through an asset-based approach.
Key Partners	Health care agencies Social service agencies Police services Education institutions and providers Established community groups
Pillar	Prevention

Action Item #4	Community Leadership Committee
Strategy Overview	Community safety and well-being planning requires collaborative efforts from local agencies and organizations to develop and deliver services that will meet the needs of residents. The formation of a community leadership committee

	<p>will ensure that those with the expertise and authority to make decisions and commitments will be represented as planning moves forward.</p> <p>There are local committees in the LaCloche Foothills area that could be engaged to become the community leadership committee. This leadership committee could also represent the planning committee in the CSWB committee structure.</p>
Key Partners	<p>Health care agencies</p> <p>Social service agencies</p> <p>Police services</p> <p>Education institutions and providers</p> <p>Established community committees and working groups</p>
Pillar	Social Development

Immediate Term	<ul style="list-style-type: none"> • Enhance system support for individuals with developmental disabilities in crisis situations. • Increase service locations in the area
Intermediate Term	<ul style="list-style-type: none"> • Enhance access to social programs. • Increased collaboration to address gaps in service
Long Term	<ul style="list-style-type: none"> • Supportive programs designed to transition people out of poverty • Collaborative systems for service delivery and on-going program development

PRIORITY #4: SENIORS

Vulnerable Groups	People aged 55+
Risk Factors	Sense of alienation, families with few resources, feeling unsafe in neighbourhoods, lack of affordable housing, lack of accessibility to a continuum of services
Protective Factors	Close friendships with positive peers, positive support within the family, positive cohesive communities, appropriate housing in close proximity to services, high awareness of determinants of well-being

Strategies	<ol style="list-style-type: none"> 1. Age Friendly Community Action Plan 2. Community Mobilization 3. Community Paramedicine 4. Accessible Program Delivery and Supports
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Action Item #1	Age Friendly Community Plan
Strategy Overview	Explore the options for developing an age friendly community plan for LaCloche Foothills. The age friendly community framework has been used by communities in Ontario and Canada to implement protective factors for risks facing seniors.
Key Partners	Municipal government representatives and city staff
Pillar	Social Development

Action Item #2	Community Mobilization
Strategy Overview	Data and service mapping will be used to determine the areas in each community with high density populations of seniors. Collaborative agency partnerships will be developed and strengthened to ensure the delivery of quality services where they are needed most. Community locations for possible delivery of multi-agency programming will be identified and explored. The planning committee will identify community partners willing to deliver co-located services and the outreach committee will be involved the delivery plan.
Key Partners	Health care agencies Social service agencies Emergency services Seniors committees and groups
Pillar	Prevention

Action Item #3	Community Paramedicine
Strategy Overview	Support the community paramedicine program through the CSWB committees. Community partners will identify opportunities to share data that can assist in the successful delivery of the community paramedicine program. The data committee will provide support for gathering data or information requested by the community paramedicine delivery agencies.
Key Partners	Health care agencies Social service agencies Emergency services Seniors committees and groups
Pillar	Prevention

Action Item #4	Accessible Program Delivery and Supports
Strategy Overview	Encourage seniors in each area to gather at accessible community locations to participate in activities and programs developed based on their needs.
Key Partners	Health care agencies Social service agencies Emergency services Seniors committees and groups
Pillar	Social Development

Immediate Term	<ul style="list-style-type: none"> Enhanced access to services and supports and provide earlier intervention programming
Intermediate Term	<ul style="list-style-type: none"> Increased awareness of programs, services and activities available for seniors Enhanced wellness programs, post discharge home visits, and early interventions for vulnerable seniors
Long Term	<ul style="list-style-type: none"> Increase access to existing programs and eliminate gaps to reduce risks to seniors Improved access to long term services for seniors

CONCLUSION

The communities of Baldwin, Espanola, Nairn and Hyman and Sables-Spanish Rivers are committed to working in collaboration to implement action items for improving community safety and well-being. We wish to acknowledge the contributions of every individual, organization and group that participated in the engagement and data gathering phase. This plan will guide our efforts to continue improving community safety and well-being for all.

Appendix A

Additional Community Survey Results

Priority Area	% Very Dissatisfied	% Dissatisfied	% Neither Satisfied nor Dissatisfied	% Satisfied	% Very Satisfied	Total Responses
Overall cleanliness of your community	7.36%	18.18%	25.97%	42.86%	5.63%	231
Quality of recreational activities and special events	19.48%	32.90%	29.00%	16.88%	1.73%	231
Sense of community	13.10%	25.76%	33.19%	24.45%	3.49%	229
Availability of affordable housing	28.82%	28.38%	28.38%	12.66%	1.75%	229
Job opportunities	11.79%	26.69%	34.06%	22.71%	1.75%	229
Quality of schools	5.22%	5.22%	33.91%	43.04%	12.61%	230
Personal and family safety in your neighborhood	8.23%	21.21%	20.35%	41.56%	8.66%	231
Police Services	8.70%	17.39%	26.52%	40.00%	7.39%	230
Emergency medical services	1.30%	8.32%	23.81%	52.38%	14.29%	230
Availability of child care	3.06%	8.30%	63.32%	20.52%	4.80%	229
Availability of grocery stores	2.60%	8.66%	14.72%	54.98%	19.05%	231

Availability of food banks	2.19%	8.33%	55.26%	28.95%	5.26%	228
Access to public transportation	23.79%	22.47%	44.93%	8.37%	0.44%	227
Access to medical care	10.87%	20.00%	23.91%	39.57%	5.65%	230
Access to dental care	4.33%	10.82%	27.71%	48.48%	8.66%	231
Access to counselling or other mental health services	14.41%	23.14%	44.10%	15.72%	2.62%	229
Access to social assistance and financial supports	5.70%	9.21%	66.67%	17.98%	0.44%	228

Appendix B

Community Committees and Initiatives

1. Espanola and Area Situation Table (EAST)

The Espanola & Area Situation Table (EAST) launched on October 2, 2018 and consists of twenty partner agencies. The EAST supports Espanola as well as surrounding communities including the townships of Baldwin, Sables-Spanish Rivers, Nairn-Hyman and the communities of Sagamok Anishnawbek, Whitefish Falls, Willisville, Beaver Lake and Worthington.

Espanola and Area Situation Table Partners		
Alzheimer Society of Sudbury-Manitoulin North Bay & Districts	HSN Mental Health and Addictions Program	MSDSB Paramedic Services
COMPASS	Manitoulin Northshore Victim Services	NE LHIN – Home and Community Care

Espanola and Area Situation Table Partners		
Children's Aid Society	March of Dimes Canada	Noojmowin Teg Health Centre
Canadian Mental Health Association – Sudbury/Manitoulin	Ministry of Children, Community and Social Services – ODSP	OPP – Manitoulin/Espanola
Community Living Espanola	The Mobile Crisis Rapid Response Team – Manitoulin/Espanola	Rainbow District School Board – Espanola High School
Espanola and Area Family Health Team (FHT)	Ministry of the Solicitor General – Adult Probation and Parole	Ministry of the Attorney General – Office of the Public Guardian and Trustee (OPGT)
Espanola Regional Hospital and Health Centre	Manitoulin-Sudbury District Services Board (MSDSB)	

2. Espanola and Area Community of Care Planning Network

Espanola and Area Community of Care Planning Network Members			
Alzheimer's Society Sudbury	Massey Clinic	Mnaamodzawin	Rainbow District School Board
Cambrian College	Home Instead	Noojmowin-Tag	Compass
Canadian Mental Health	Health Sciences North	North East LHIN	Sagamok First Nation
Community Living Espanola	Kina Gbezhgomi Child and Family Services	Ontario Provincial Police	United Way
Township of Sables-Spanish Rivers	Manitoulin NorthShore Victim Services	Public Health Sudbury & District	Victoria Order of Nurses (VON)
Domtar	March of Dimes	Manitoulin-Sudbury District Services Board	Whitefish River
Town of Espanola	Espanola Regional Hospital	CAMH	

